

# Innovation of Surabaya City Government in the Public Service Sector: Study of Command Center 112

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**Abstract**—Public policies and services are a product of the state administration with the purpose to create convenience and prosperity for the wider general public. On the other hand, the effects of globalization in this fast-moving decade also require a government to always make innovation both in terms of policy making and public services in order to answer the challenges, because if they do not make innovations, the bureaucracy will definitely be left behind. The Surabaya city, in answering the challenges, have already applied the concept of smart city in running its government. The writings in this article attempts to analyze and explore a policy innovation created by the Surabaya City Government in the public service sector by looking at the command center 112 in Surabaya. The approach used was the innovation theory by Geoffrey Dudley and Jeremy Richardson which included: Ideas, Interests, Institution and Individuals. This research used a qualitative method with a descriptive approach. The data collection techniques were by conducting in-depth interviews, direct observation and review of documentation related to research topics about public service innovation in accordance to the research. There were three informants in this study with the determination of the informants carried out by purposive sampling technique. For data validity, it used interactive data analysis following the guidelines of Miles, Huberman and Johni Saldana. The findings in the field show that the Surabaya City Government made a breakthrough innovation in creating public services to be used by all people of the city of Surabaya.

**Keywords**—innovation, command center, public services

## I. INTRODUCTION

Acceleration and change of the era today cannot be avoided in all aspects of human life, this begins from the business world who first realized the importance of a step of change in improving the quality of production produced to the administrative stage. Various methods and approaches have been used to solve problems arising due to the changes [1]. From the perspective of public policy, a public policy is a product that fights for all public needs and interests that philosophically require a public engagement from the beginning to end [2]. The role of government in making public policy will run effectively if the public policy is able to adjust and innovate on various changes to create a synergy between

the various stakeholders involved [3]. As a rational choice, the word *innovation* has become an integral part that can not be separated and become a demand in public organizations both at the level of Central Government to local government. This is in line with various dynamics of change and demands that exist in the society. The innovation is expected to be one of the strategies in improving organizational performance, both in products and services [4]. In the public service sector, it is also provided in order to meet the needs of its citizens as a whole. Public services is the provision of services or serve the needs of people or the community or other organizations that have an interest in the organization, in accordance with the basic rules and procedures determined and intended to provide satisfaction to the service recipients [5].

Answering the existing challenges, Surabaya City which is one of the metropolitan cities that has a very rapid development in Indonesia must always innovate to run public services that are easily accessed by the people of Surabaya, the innovation made is for example the Command Center 122 of the Surabaya City. The Command Center 112 has a control center room called the Command Center Room, the room is located on the second floor of the Siola building. The purpose of the establishment of the Command Center 112 is to provide easy access for the society in contacting emergency services that are very urgent and need direct attention. Second, it is to unite a coordination between institutions in solving problems in the society. This emergency complaint service was inaugurated by the Mayor of Surabaya City, Mrs. Tri Rismaharini at the end of July 2016. The Command Center 112 has been designed to serve various reports of emergency complaints that are responded by officials from agencies with a fast response time, because emergency problems must get a quick and appropriate management, so that it does not cause more casualties and losses. This easy access of this service can improve public services for the Surabaya City society. In providing optimal public services, Command Center 112 operates 24 hours non-stop. In the implementation of this public service, the Department of Disaster Management and Community Protection of Surabaya City is the leading sector, as well as being responsible for the Command Center 112 which is obliged to handle disasters and establish responsive,

integrative, and informative public services. It is not the single actor in running the program, but with Civil Service Police Unit (Satpol PP) of Surabaya City, Transportation Department of Surabaya City, Fire Department of Surabaya City, Sanitation and Green Open Space Department, Social Department, Health Department of Surabaya City, Population Control Department, Women Empowerment and Children Protection, and Polrestabes of Surabaya City (Police for the Surabaya City). The Command Center 112 complaint service has the principle of working together with all relevant agencies in resolving disaster management while at the location. This study focuses on the policy innovation of Surabaya City Government in the public service sector by looking at the public service program of Command Center 112 in Surabaya City as the object of the research. The theoretical approach used as the tools of analysis was the theory by Dudley and Richardson [6] which included: Ideas, Interests, Institution and Individuals. Determination of the theory used as the tools of analysis was considered ideal because it represented various elements such as the individuals and institutions in their research.

## II. RELATED WORKS

Studies on policy innovation and public service innovation had indeed been done by many researchers, for example the study by Sholeh and Sugandi [7] which tried to see a smart city policy innovation in the Bandung City, then the second study is by Widiyahseno [8] which examined the behavior of a regent in giving and building an awareness to make an innovation. The third study is by Yohanitas [9] which tried to see public service innovations in the Surakarta City. The next one is the study by Hidayah et al. [10] which tried to see the implementation of innovation culture in the DPMPSTSP public sector organization in Samarinda City, and tried to explore what factors influenced the success of the innovation culture. The last, a study related to innovation is carried out by Andhika [11] which seeks to describe, identify and disclose some of the findings of relevant scientific literature to build theoretical conceptual bureaucratic innovation. In contributing the thoughts based on the study of literature, the approach of the hybrid theory model can be used to explain various assumptions that exist in a bureaucracy. The existing studies helped the researchers in seeing how an innovation in public service in a bureaucracy had been carried out, but to complete and fill the state of the art gap, the authors used a theoretical review by Dudley and Richardson [6] to complement the studies about public service innovation.

## III. RESEARCH METHODS

This study on policy innovation in public services used qualitative research methods, this qualitative approach was chosen because the approach attempted to gain an in-depth understanding of new information related to what was studied [12]. By using this approach, it could describe the reality of a situation or phenomenon that actually occurred in the field regarding an innovation of public service under study. Meanwhile, the technique of determining the informants used

purposive sampling technique. Data were collected by conducting in-depth interviews with various stakeholders who played a role in carrying out this public service innovation of Command Center 112. Meanwhile, documentation supporting this study was also used to see the extent of the accuracy of the data sourced from the results of interviews conducted. The informants in this study were four agencies running the Command Center 112, but the key informants focused on the Department of Disaster Management and Community Protection of Surabaya City because the institution was the leading sector and agency that was most responsible for the program. Finally, the data validity in this study used data triangulation techniques following an interactive analysis of the guidelines by Miles et al. [13] which included a series of activities such as collecting research data, displaying research data, conducting a condensation of data and finally drawing conclusions. The data validity is needed as a form of responsibility in making the data validity in conducting the study.

## IV. DISCUSSION AND ANALYSIS

Public sector innovation in creating quality and excellent public services must be made in the middle of the era of revolutionary 4.0 and Society 5.0. If the public sector organization cannot make innovations, the public organization surely will experience stagnation and setbacks which impact on the loss of public trust to the existing institutions. The Surabaya City is a city known as a smart city that continues to innovate in order to create a public service that can become the frontline in serving the community in dealing with everyday social problems. The initial thoughts of the innovation of Command Center 112 was first recommended by the thoughts of the Mayor of Surabaya, Mrs. Tri Risma Harini who considered the need for a rapid response from the local government to the society who needed help and problem solving. The Command Center 112 itself is a command center that is interconnected to respond to problems in the Surabaya City which involves nine agencies that are interconnected and work together to solve the community problems. The emergency response service of Command Center (CC) 112 was inaugurated by the Surabaya City Government on July 26, 2016. The Mayor of Surabaya underlined that in the emergency services of the Command Center 112, it was hoped that problems could be broke down and resolved in less than seven minutes, this became the standard in the service. This Command Center service actively handles complaints and problems that exist in the community for 24 hours non-stop by only calling the telephone number at 112 for free.

The Mayor of Surabaya, Mrs. Tri Risma Harini also emphasized the importance of collaboration between various stakeholders involved in the Command Center 112 service in breaking down the existing problems by removing ego and sectorial interests from each institution, so that they work together in creating superior public services. This was evidenced by the construction of a command center filled with various public institutions centered on the second floor of the

Siola building, but to jointly regulate the program, the Mayor of Surabaya appointed the Department of Disaster Management and Community Protection (BPB Linmas) as the leading sector responsible for the service program of Command Center 112. This Control Center can also cut the flow of bureaucratic disaster management. For a long time, the agency that handled emergency problems such as the Fire Department or the Community Health Department or its own command post. With this Command Center 112, the Regional Work Unit (SKPD) will be synergized in one room to monitor the condition of the city for 24 hours and receive public reports. Furthermore, to maximize the work of the Command Center 112, the Surabaya City Government also built six emergency posts at several points in Surabaya. Each post was equipped with three ambulances with different functions, which were regular ambulances, special ambulances for operations, and special ambulances for child delivery.

Finally, the attitude of organizations and individuals in running this program was very alert and ready to accept service innovations that occurred in the Surabaya City, this was in line with instructions from the Mayor who wanted the individuals or organizations in charge of picket in the Command Center to receive all complaints and protests of the community without indiscriminately and respond kindly and wisely. For example, there were 312 personnels and nine posts consisting of Post of North Surabaya 1, North Surabaya 2, North Surabaya 3, North Surabaya 4. Post of Surabaya 1 and 2, Post of West Surabaya, Post of East Surabaya and the last, Post of Surabaya, were located at center. As for the individuals and organizations involved in the region, including the Civil Service Police Unit (Satpol PP), the Unity Agency of National, Politics and Community Protection (Bakesbangpol Linmas), the Sanitation and Parks Department, the Transportation Department (Dishub), the Public Works Department of Bina Marga and Pematuan and the Fire Department, Indonesian Health and Red Cross Agency (PMI) and Police of Surabaya Area.

In its journey, the service program of Command Center 112 Surabaya had broken down and cut down problems that occurred in the community in a very short period of time. As a final note, in 2018, the Command Center received 12,050 incidents in Surabaya with various types of problems. Public Service Innovation of Command Center 112 Surabaya City had also received awards from various institutions, for examples awards as the best emergency services from the Global Contact Center World Association and awards from the Ministry of Communication and Information. In addition, the service innovation of the Command Center 112 also received appreciation from the Ministry of Empowerment of the State Civil Apparatus and Bureaucratic Reform (Kemenpan RB) which was included in the best public service innovation in 2017 and deserves to be a national example.

## V. CONCLUSION

Innovation in the public service sector must continue to be carried out in order to follow the development of the era that

continue to move forward in the era of the Industrial Revolution 4.0 which impacts on all activities that move on disruptive movements. The Surabaya City through its Mayor, in responding to the existing challenges, continue to make a breakthrough by making a service innovation of Command Center 112. The existing public service innovation arouse due to an idea, interests, individuals and organizations that continue to progress to develop in order to get optimal public services. Surabaya City can be a role model of how a city civilization is able to continue to make innovations in the public service sector.

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